

## Message Text

UNCLASSIFIED

PAGE 01 COPENH 02323 211714Z  
ACTION CU-04

INFO OCT-01 EUR-12 ISO-00 USIA-15 /032 W  
-----220323Z 047703 /63

R 211538Z APR 77  
FM AMEMBASSY COPENHAGEN  
TO SECSTATE WASHDC 4311

UNCLAS COPENHAGEN 2323

EO 11652: N/A  
TAGS: ELAB, OEC, EIND  
SUBJ: REQUEST FOR FACILITATIVE ASSISTANCE: DANISH EMPLOYERS'  
CONFEDERATION GROUP

1. THE DANISH EMPLOYERS' CONFEDERATION FOREMEN'S TRAINING SCHOOL AT ARRESOHOJ HAS REQUESTED FACILITATIVE ASSISTANCE IN ARRANGING A STUDY VISIT TO THE UNITED STATES. THE PURPOSE OF THE VISIT WILL BE TO STUDY THE PRACTICES AND THE MOST ADVANCED LEADERSHIP TECHNIQUES AMONG FOREMEN AND SUPERVISERS EXERCISING THEIR RESPONSIBILITIES IN FACE-TO-FACE SITUATIONS DIRECTLY WITH EMPLOYEES IN PLANTS. THIS EXPERIENCE WOULD BE COUPLED WITH VISITS TO UNIVERSITIES OR MANAGEMENT CENTERS ENGAGED IN TRAINING AND RESEARCH AT THIS LEVEL OF MANAGEMENT. THEY WOULD PREFER THAT 75 PERCENT OF THE PROGRAMMING BE IN ACTUAL PLANT WORK SITUATIONS AND 25 PERCENT AT UNIVERSITIES OR CENTERS WHERE THE THEORETICAL ASPECTS OF MODERN WORK DIRECTION CAN BE DISCUSSED.

2. THE GROUP CONSISTS OF EIGHT PROFESSORS AT THE ARRESOHOJ SCHOOL, WITH THE POSSIBILITY OF FOUR MORE FROM OTHER INSTITUTIONS JOINING BEFORE COMMENCEMENT OF THE TRIP. THOSE PRESENTLY COMMITTED TO THE STUDY TRIP ARE FOUR MANAGEMENT CONSULTANTS, TWO PSYCHOLOGISTS, A SOCIOLOGIST (FEMALE) AND AN ECONOMIST. THEY ARE INTERESTED IN GOOD ACCOMMODATIONS AND, WITH THE EXCEPTION OF THE LADY, ARE WILLING TO DOUBLE UP. WE  
UNCLASSIFIED

UNCLASSIFIED

PAGE 02 COPENH 02323 211714Z

HOPE ALL SUCH ARRANGEMENTS CAN BE MADE BY THE DEPARTMENT.

3. ALL OF THE PARTICIPANTS SPEAK ENGLISH WITH VARIOUS DEGREES OF PROFICIENCY AND AN INTERPRETER WILL NOT BE REQUIRED. THEY HAVE SUFFICIENT FUNDS TO COVER THEIR EXPENSES INCLUDING \$85.00 PER DAY FOR FOOD AND

LODGING, AS WELL AS ADDITIONAL FUNDS FOR LOCAL TRANSPORTATION AND INTERNATIONAL TRAVEL.

4. THE TRIP IS PLANNED FOR THE LAST WEEK OF JULY AND FIRST TWO WEEKS OF AUGUST. THE PARTICIPANTS HOPE TO BE ABLE TO ACCOMPLISH THEIR AIMS WITHIN THE AREA EMBRACED BY BOSTON, BUFFALO, CLEVELAND AND WASHINGTON, DC. AT PRESENT THEIR INTERNATIONAL FLIGHT PLANS WOULD TAKE THEM DIRECTLY FROM COPENHAGEN TO CLEVELAND FOR ECONOMY REASONS, AND FROM THERE TO BUFFALO, BOSTON AND WASHINGTON. HOWEVER, IF THE PROGRAMMING AGENCY IN WASHINGTON (PROBABLY DEPARTMENT OF LABOR) DESIRES, THEY WOULD ATTEMPT TO MAKE WASHINGTON THEIR FIRST STOP AND THEN TRAVEL AS INDICATED BY THE PROGRAM CONSTRUCTED FOR THEM.

5. THE PROPOSED STUDY PLAN PREPARED BY THE GROUP FORESEES VISITS TO THE UNIVERSITY OF MICHIGAN, SYRACUSE UNIVERSITY, MASSACHUSETTS INSTITUTE OF TECHNOLOGY AND NEW YORK UNIVERSITY. THE GROUP IS, HOWEVER, NOT WEDDED TO EITHER THE CITIES MENTIONED ABOVE NOR THE UNIVERSITIES THEY HAVE SELECTED AS POSSIBLE VISIT TARGETS. THE PARTICIPANTS ARE AWARE THAT MANY SCHOOLS WILL BE IN RECESS AND ARE WILLING TO RELY ON THE ADVICE OF THE DEPARTMENT AS TO HOW BEST ACCOMPLISH THEIR AIMS.

6. THE EMBASSY HAS PROMISED A RESPONSE TO THIS REQUEST TO THE ARRESOHOJ GROUP AS SOON AS POSSIBLE. IN ORDER TO ARRANGE FLIGHT RESERVATIONS THEY MUST  
UNCLASSIFIED

UNCLASSIFIED

PAGE 03 COPENH 02323 211714Z

KNOW SOON WHETHER OR NOT A FIRST STOP IN WASHINGTON, D.C. IS PREFERABLE. PROGRAM DETAILS CAN BE ARRANGED IN THE NEXT TWO MONTHS. BUT RAPID CONFIRMATION OF THE DEPARTMENT'S WILLINGNESS TO PERFORM THIS SERVICE IS NEEDED.

7. COMMENT: THE MEMBERS OF THIS GROUP REPRESENT THE FACULTY OF A SCHOOL WHICH IS ENGAGED IN THE TRAINING OF LOWER LEVEL MIDDLE MANAGEMENT PERSONNEL FOR THE DANISH EMPLOYERS' CONFEDERATION. THEY ARE, AS A RESULT, IN INTIMATE CONTACT WITH LARGE NUMBERS OF PEOPLE WITH AN INFLUENCE IN DANISH SOCIETY. A GOOD, PRODUCTIVE EXPERIENCE IN THE UNITED STATES FOR THIS GROUP HAS THE POTENTIAL FOR INFLUENCING IN A BROAD AND FAVORABLE WAY A LARGE NUMBER OF STUDENTS AT THE ARRESOHOJ SCHOOL. THE COST TO THE US WOULD BE MINIMAL AND THE TRIP'S LONG RANGE VALUE TO THE UNITED STATES WITH RESPECT TO ATTITUDE FORMATION IN DENMARK IS IMMEASURABLE. THE POST HOPES THE DEPARTMENT WILL BE ABLE

TO ASSIST.  
DEAN

UNCLASSIFIED

NNN

## Message Attributes

**Automatic Decaptioning:** X  
**Capture Date:** 01-Jan-1994 12:00:00 am  
**Channel Indicators:** n/a  
**Current Classification:** UNCLASSIFIED  
**Concepts:** TRADE VISITS  
**Control Number:** n/a  
**Copy:** SINGLE  
**Sent Date:** 21-Apr-1977 12:00:00 am  
**Decaption Date:** 01-Jan-1960 12:00:00 am  
**Decaption Note:**  
**Disposition Action:** n/a  
**Disposition Approved on Date:**  
**Disposition Case Number:** n/a  
**Disposition Comment:**  
**Disposition Date:** 01-Jan-1960 12:00:00 am  
**Disposition Event:**  
**Disposition History:** n/a  
**Disposition Reason:**  
**Disposition Remarks:**  
**Document Number:** 1977COPENH02323  
**Document Source:** CORE  
**Document Unique ID:** 00  
**Drafter:** n/a  
**Enclosure:** n/a  
**Executive Order:** N/A  
**Errors:** N/A  
**Expiration:**  
**Film Number:** D770139-0916  
**Format:** TEL  
**From:** COPENHAGEN  
**Handling Restrictions:** n/a  
**Image Path:**  
**ISecure:** 1  
**Legacy Key:** link1977/newtext/t19770435/aaaabdks.tel  
**Line Count:** 118  
**Litigation Code IDs:**  
**Litigation Codes:**  
**Litigation History:**  
**Locator:** TEXT ON-LINE, ON MICROFILM  
**Message ID:** 98f7b0a1-c288-dd11-92da-001cc4696bcc  
**Office:** ACTION CU  
**Original Classification:** UNCLASSIFIED  
**Original Handling Restrictions:** n/a  
**Original Previous Classification:** n/a  
**Original Previous Handling Restrictions:** n/a  
**Page Count:** 3  
**Previous Channel Indicators:** n/a  
**Previous Classification:** n/a  
**Previous Handling Restrictions:** n/a  
**Reference:** n/a  
**Retention:** 0  
**Review Action:** RELEASED, APPROVED  
**Review Content Flags:**  
**Review Date:** 05-Oct-2004 12:00:00 am  
**Review Event:**  
**Review Exemptions:** n/a  
**Review Media Identifier:**  
**Review Release Date:** n/a  
**Review Release Event:** n/a  
**Review Transfer Date:**  
**Review Withdrawn Fields:** n/a  
**SAS ID:** 2741316  
**Secure:** OPEN  
**Status:** NATIVE  
**Subject:** REQUEST FOR FACILITATIVE ASSISTANCE: DANISH EMPLOYERS' CONFEDERATION GROUP  
**TAGS:** ELAB, OTRA, EIND, US, DA  
**To:** STATE  
**Type:** TE  
**vdkgvwkey:** odb://SAS/SAS.dbo.SAS\_Docs/98f7b0a1-c288-dd11-92da-001cc4696bcc  
**Review Markings:**  
Margaret P. Grafeld  
Declassified/Released  
US Department of State  
EO Systematic Review  
22 May 2009  
**Markings:** Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 22 May 2009